CONFLICT MANAGEMENT

26th Area Support Group
Equal Opportunity Office

Human Readiness = Combat Readiness

LESSON OBJECTIVES

- **Discuss the four types of conflict, their primary causes, and the benefits of coping with conflict**
- **Discuss the dynamics of conflict**
- **Identify the strategies for coping with conflict**

FOUR TYPES OF CONFLICT

- **Intrapersonal - Conflict within a person**
- **Interpersonal - Conflict between two or more people**
- **Intragroup - Conflict within a group**
- **Intergroup - Conflict between two or more groups**

PRIMARY CAUSES OF CONFLICT

- When wants and needs differ
- When individuals' values differ
- Differing perceptions
- Assumptions
- Differing degrees of knowledge
- Differences in race, gender, ethnicity

BENEFITS OF COPING WITH CONFLICT

- Deals with reality
- Tries to change and/or solve problem
- Confronts the real problem
- Keeps identity and role separate

REASONS CONFLICT IS DESTRUCTIVE

- Diverts energy from more important activities
- Destroys morale or reinforces poor self-concepts
- Polarizes groups so they decrease internal cohesiveness
- Deepens differences in values
- Produces irresponsible and regrettable behavior

REASONS CONFLICT IS CONSTRUCTIVE

- Opens up issues of importance, resulting in their clarification
- Results in the solution of problems
- Increases the involvement of individuals in issues of importance to them
- Causes authentic communication to occur

REASONS CONFLICT IS CONSTRUCTIVE
(Continued)

- Serves as a release to pent-up emotions, anxiety, and stress
- Helps build cohesiveness among people by sharing the conflict, celebrating in its settlement and learning more about each other
- Helps individuals grow personally and apply what they learned to future situations

STRATEGIES FOR COPING WITH CONFLICT

- **Questions to ask:**
  - **How important is the relationship?**
  - **How important is the incident?**
  - **How will I feel if I do/don’t confront?**
  - **What is the likely outcome?**

STRATEGIES FOR COPING WITH CONFLICT
(Continued)

- **Negotiation Skills:**
  - **Diagnosis - Real vs. Value**
  - **Initiation – Influencing someone to change a behavior that may be causing the problem**
  - **Listening – The ability to hear the others point of view**

PROBLEM SOLVING PROCESS

- State the problem
- List the possible solutions
- Select the best solution
- Implement the solution
- Evaluate the solution

FOUR OUTCOMES OF CONFLICT MANAGEMENT

- Lose/Lose
- Win/Lose
- Draw
- Win/Win

ORGANIZATION CONFLICT CHECKLIST

- **TOO MUCH CONFLICT:**
  - **Morale in the organization is poor**
  - **Frequent absenteeism by members**
  - **Out burst of anger may lead to physical attack**
  - **Members are distant and uncooperative**
  - **Continuous anxiety**

ORGANIZATION CONFLICT CHECKLIST
(Continued)

- **TOO LITTLE CONFLICT:**
  - **Members do only what they are told**
  - **Creativity depends on directives**
  - **Members appear dull without energy**
  - **Conversation among members is polite, but not stimulating**

ORGANIZATION CONFLICT CHECKLIST
(Continued)

- **JUST ENOUGH CONFLICT:**
  - **Moral is high**
  - **Meetings have an open sharing of ideas**
  - **Members are not fearful of one another**
  - **Members are not afraid to ask about organization policies**
  - **Members enjoy humorous kidding**

SUMMARY

- Four types of conflict
- Primary causes
- Benefits of coping
- Dynamics of conflict
- Strategies for coping
- Problem Solving Process
- Organization checklist
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